

TRANSMITTAL SLIP		DATE
TO:		
DDA		
ROOM NO.	BUILDING	
7D18	Headquarters	
REMARKS:		
<p>DDA <i>[initials]</i></p> <p>AAODA <i>[initials]</i></p> <p>EO/ODA <i>[initials]</i> 29/3</p> <p>DDA/Reg - <i>[initials]</i></p> <p>Cps to OS + OP.</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

ADMINISTRATIVE - INTERNAL USE ONLY

85-0794

COMPT

85-289

MAR 8 1985

Control 6

85-01089

DD/A Registry

85-0979

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Executive Director
Deputy Director for Administration
General Counsel
Comptroller

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Pay Enhancement for Polygraph Officers

DD/A REGISTRY
FILE: 20-1

1. Action Requested: Paragraph 3 contains a recommendation that you approve a pay enhancement for polygraph officers performing polygraph examinations on a regular basis.

2. Background: The ability of the Agency to conduct necessary polygraph examinations is critical to the protection of intelligence sources and methods and the security of Agency operations. The lack of a sufficient number of qualified polygraph examiners has resulted in unacceptable delays in the security processing of Agency applicants, trial period employees, and industrial contractor employees, which retards the ability of the Agency to meet its essential personnel needs and requirements. For example, the delay in the security processing of Agency applicants frequently has been found to be the primary factor in applicant decisions to accept alternative employment.

Unfortunately, however, the Agency is experiencing considerable difficulty in attracting and retaining polygraph examiners. The polygraph examiner position in the Office of Security is marked by high turnover, with experienced examiners moving as soon as possible into other areas of that Office. The attrition for this position is not being offset by the numbers of new entrants into the occupation.

The reasons for these difficulties in recruitment and retention are inherent in the nature and requirements of the work. The major reason is the extraordinary level of stress entailed in the day-in, day-out performance of polygraph examinations in the Agency environment. The polygraph examiner is called upon recurrently to function in an emotionally charged atmosphere, often in unpleasant and adversarial circumstances. The polygraph examiner is frequently exposed to the less appealing aspects of human nature and tends to suffer adverse psychological effects. Moreover, due to these extraordinary psychological demands, only a limited number of persons are psychologically suited to conduct polygraph examinations on a sustained basis for a meaningful period of time.

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A further impediment to adequate staffing of the polygraph examiner positions is the extensive training required to meet both professional and Agency standards. Even after preliminary training is completed, the examiner must undergo prolonged on-the-job training subject to intensive supervision and rigorous quality control criteria. As a result of the substantial training needed, the Agency must require a commitment from the individual to serve at least four years as a polygraph examiner.

Considering the importance of the polygraph function to the business of the Agency, the problems which we are facing in recruiting and retaining adequate numbers of polygraph personnel, and the impossibility of making polygraph examination work more appealing or attractive, the most practical approach to solving our problems in this area would be to provide a special pay incentive designed to attract new personnel and retain experienced personnel in this field. In addition to the obvious financial incentive to the individual to enter and remain in the high stress polygraph environment, the proposed pay enhancement would constitute recognition and appreciation by senior Agency management of the extreme demands placed on this dedicated and talented cadre.

3. Recommendation: That you approve for polygraph officers administering polygraph examinations on a regular basis a pay enhancement at a rate not to exceed 20 percent of base pay.

CONCLIP.

3/18/85
Date

11 MAR 1985
Date

3/18/85
Date

Date

3/21/85
Date

** I agree with Danny Childs comments to a degree but after 3 years of trying to solve the polygraph operator problem believe this is the only 2 solution. Strongly recommend approval.*

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Pay Enhancement for Polygraph Officers

OFFICE REGISTRY

35-0979

35-0794

FROM:

Robert W. Magee
Director of Personnel

EXTENSION

NO.

DATE

MAR 8 1985

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. General Counsel

3/11/85

N

2.

3. Comptroller
7C36 Headquarters

11 MAR 1985

JL

4.

5. Deputy Director
for Administration
7D18 Headquarters

3/18/85

J

6. Executive Registry
7E12 Headquarters

3/20/85

J

7. Executive Director
7E12 Headquarters

WZ

8.

9. Deputy Director of
Central Intelligence
7E12 Headquarters

26 MAR 1985

J

10.

EXDM

27 MAR 1985

J

11.

D/Pers

12.

13.

14.

15. Director of Personnel

Bob:

The DDCI approves a 15 per-
cent pay enhancement for
polygraph operators.

Dianne

DCI
EXEC
REGFORM
1-79

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GPO : 1983 O - 411-632